Mapping Competencies to the Georgia's Behavioral Competency Dictionary (GBCD)

Mapping of GCOMPS to GBCD

GCOMPS (OLD)	GBCD (NEW)
Statewide Core Competencies	
Customer Service	Customer Service
Interpersonal Skills (Working with Others)	Teamwork and Cooperation
Teamwork	
Goal and Task Management	Results Orientation
Integrity / Honesty	Accountability
Manages Resources	
Decisiveness	Judgment and Decision Making
Reasoning	
Problem Solving	
Organizational Awareness	
External Awareness	
Leadership Competencies	
Human resource Management	Talent Management
Goal and Task Management	
Flexibility	Transformers of Government (leaders)
Additional Competencies	
Oral Communication	Communication
Written Communication	
Reading and Reading Comprehension	
Listening	
Conflict Management	Conflict Management
Creative Thinking	Creativity and Innovation
Diversity Management	Cultural Awareness
Flexibility	Flexibility (individual contributors)
Effort and Initiative	Initiative
Negotiation and Influence	Negotiation and Influence
Learning	Professional Development
Planning and Evaluation	Project Management
Teaching Others	Teaching Others
Team Leadership	Team Leadership
GCOMPS – Deleted or Omitted Competencies	
Applies Technology to Task (Technology Orientation)	OMITTED (Technical competency)
Arithmetic and Mathematical Reasoning	OMITTED (Technical competency)
Collects and Organizes Information	OMITTED (part of Judgment and Decision Making)
Career Specific Expertise	OMITTED (Technical competency)
Vision	OMITTED
Self-Esteem (Self-Concept)	DELETED

Mapping Competencies to the Georgia's Behavioral Competency Dictionary (GBCD)

Mapping of HR Initiatives Proposed Statewide Competencies to GBCD

Competency Design Subteam (OLD)	GBCD (NEW)
Statewide Core Competencies	
Service Orientation	Customer Service
Teamwork and Cooperation	Teamwork and Cooperation
Results Oriented	Results Orientation
Align Behavior with Organizational Needs	Accountability
	Judgment and Decision Making
Leadership Competencies	
Articulate and Implement a Vision	Talent Management
Performance Management	
Create an environment where people flourish	
Be transformers of government	Transformers of Government
Enlist and inspire people	
Engage and respond to others	Accountability
Display integrity and earn public trust	
Pursue accountability	
Make Things Happen	Results Orientation

Mapping Competencies to the Georgia's Behavioral Competency Dictionary (GBCD)

Mapping of GCOMPS to GBCD Including Definitions

GCOMPS (OLD)	GBCD (NEW)
Statewide Core Competencies	
Customer Service. Degree to which an employee attempts to, or meets customer expectations. Concern with performing work to a level, which satisfies customer needs. Includes appropriately reacting to customer demands.	**Customer Service.** Understands that all State employees have external and/or internal customers that they provide services and information to; honors all of the State's commitments to customers by providing helpful, courteous, accessible, responsive, and knowledgeable service.
Interpersonal Skills (Working with Others). Extent to which an individual gets along and interacts positively with co-workers. Degree and style of understanding and relating to others. **Teamwork.** Ability to effectively work and complete assignments in group settings. Works cooperatively with others to achieve common goals.	**Teamwork and Cooperation.** Cooperates with others to accomplish common goals; works with employees within and across his/her department to achieve shared goals; treats others with dignity and respect and maintains a friendly demeanor; values the contributions of others
Goal and Task Management. The extent to which one plans, prioritizes, sets goals, establishes standards, coordinates tasks, shows concern for deadlines, and tracks progress with respect to personal performance.	**Results Orientation.** Consistently delivers required business results; sets and achieves achievable, yet aggressive, goals; consistently complies with quality standards and meets deadlines; maintains focus on Agency and State goals
Integrity / Honesty. Degree to which an individual can be trusted. Operates in an ethical manner. Consideration is given for the knowledge one has of the impact and consequences when making a decision or taking action **Manages Resources.** Ability to appropriately allocate a variety of resources that may include, materials, money, facilities, and equipment. Requires the ability to assess needs and track progress.	**Accountability**. Accepts full responsibility for self and contribution as a team member; displays honesty and truthfulness; confronts problems quickly; displays a strong commitment to organizational success and inspires others to commit to goals; demonstrates a commitment to delivering on his/her public duty and presenting oneself as a credible representative of the Agency and State to maintain the public's trust
Decisiveness. Degree to which an individual successfully determines a course of action. Requires the consideration of multiple options. **Reasoning.** Ability to breakdown complex items or problems into their component parts. Analyzes and uses information in order to gain understanding or solve problems. Uses information to gain insight into time sequences, causality, varying contingencies, etc. **Problem Solving.** The identification of various types of problems along with creating workable solutions. Requires the identification and analysis of problems, evaluation of alternatives, and provision of solutions. **Organizational Awareness.** Understanding of the formal and informal structures within an organization, and the ability to operate effectively within them.	**Judgment and Decision Making.** Analyzes problems by evaluating available information and resources; develops effective, viable solutions to problems which can help drive the effectiveness of the department and/or State of Georgia

Mapping Competencies to the Georgia's Behavioral Competency Dictionary (GBCD)

GCOMPS (OLD)	GBCD (NEW)
External Awareness. Understanding the impact of external trends and influences on organizational functioning.	
Leadership Competencies	
Goal and Task Management. The extent to which one plans, prioritizes, sets goals, establishes standards, coordinates tasks, shows concern for deadlines, and tracks progress with respect to personal performance.	**Talent Management (for leaders).** Clearly establishes and communicates expectations and accountabilities; monitors and evaluates performance; provides effective feedback and coaching; identifies development needs and helps employees address them to achieve optimal performance and gain valuable skills that will translate into strong performance in future roles
Human resource Management. The effective distribution of employee assignments with respect to ability and overall goals. Management of influences which effect performance and motivation.	
Flexibility. Degree to which an individual accepts change in job requirements, schedules, or work environments.	**Transformers of Government (for leaders).** Develops innovative approaches to address problems and drive continuous improvement in State programs and processes; drives effective and smooth change initiatives across the State by communicating, confirming understanding, and actively working with stakeholders to overcome resistance
Additional Behavioral Competencies	
Oral Communication. Ability to communicate ideas, thoughts, and facts orally. Speaking using correct grammar, appropriate body language, proper tone and inflection, recognizing non-verbal cues, and respecting the audience to effectively communicate ideas.	**Communication.** Respectfully listens to others to gain a full understanding of issues; comprehends written material; presents information in a clear and concise manner orally and in writing to ensure others understand his/her ideas; appropriately adapts his/her message, style, and tone to accommodate a variety of audiences
Written Communication. Ability to communicate ideas, thoughts, facts in writing. Ability/skill in using correct grammar, correct spelling, sentence and document structure, accepted document formatting, and special literary techniques to communicate a message in writing.	
Reading and Reading Comprehension. Examines, recognizes, and grasps the meaning of written characters, words and sentences (in the English language). This includes the ability to understand and learn from written materials by discerning essential facts, main ideas, and/or the essential message. Interprets written materials including rules, instructions, reports, charts, tables, articles, and technical/professional publications. Infers and applies information from written materials in situations related to the job.	
Listening. Attuning to a vocal or auditory message including non-verbal cues. Body language/positioning and eye contact of listener is considered. Ability to understand and derive meaning from spoken material. Requires the ability to remain attentive.	
Conflict Management. Ability to effectively resolve disputes among others. Manages disagreements.	**Conflict Management.** Addresses conflicts by focusing on the issues at hand to develop effective

Mapping Competencies to the Georgia's Behavioral Competency Dictionary (GBCD)

GCOMPS (OLD)	GBCD (NEW)
Methods and style of dealing with disagreements. Requires the ability to remain impartial and unbiased.	solutions when disputes or disagreements occur; helps others resolve conflicts by providing impartial mediation when needed
Creative Thinking. Ability to look at situations from multiple perspectives. Tendency or ability of individual to do something or create something new. Creates solutions to problems using novel methods and processes.	**Creativity and Innovation.** Applies creative problem-solving skills to his/her work to develop solutions to problems; recognizes and demonstrates the value in taking "smart" risks and learning from mistakes; develops multiple alternatives and understands the feasibility of each; effectively shares and implements his/her ideas
Diversity Management. Ability to work harmoniously with others in an environment where diverse cultures, religions, philosophies, genders, and races exist.	**Cultural Awareness**. Demonstrates an open-minded approach to understanding people regardless of their gender, age, race, national origin, religion, ethnicity, disability status, or other characteristics; treats all people fairly and consistently; effectively works with people from diverse backgrounds by treating them with dignity and respect
Flexibility. Degree to which an individual accepts change in job requirements, schedules, or work environments. **(also in Transformers of Government for leaders)**	**Flexibility.** Adapts to change and different ways of doing things quickly and positively; does not shy away from addressing setbacks or ambiguity; deals effectively with a variety of people and situations; appropriately adapts one's thinking or approach as the situation changes
Effort and Initiative. Level of concern for own effort and initiative. Refers to effort an employee will display during a particular task. Also refers to the extent that an individual will work and take action without specific direction and without being monitored.	**Initiative**. Proactively identifies ways to contribute to the State's goals and missions; achieves results without needing reminders from others; identifies and takes action to address problems and opportunities
Negotiation and Influence. Gaining cooperation, support, and buy-in from others. The ability to facilitate positive dialogue between others with the goal of resolving differences and reaching compromises. Working cooperatively with others to resolve issues, which impede organizational or personal success.	**Negotiation and Influence.** Effectively represents his/her position on issues to gain support and buy-in from others; generates multiple alternatives to a problem to meet the needs of other stakeholders; works to achieve win-win outcomes that others can accept; appropriately utilizes settlement strategies, such as compromise
Learning. Desire and effort to acquire new knowledge and skills for work. Concern for the acquisition of new job knowledge.	**Professional Development.** Demonstrates a commitment to professional development by proactively seeking opportunities to develop new capabilities, skills, and knowledge; acquires the skills needed to continually enhance his/her contribution to the State and to his/her respective profession
Planning and Evaluation. The concurrent management of projects, time, self, and other resources including prioritizing, planning, goal setting, and coordinating with respect to outcomes and objectives. Ability to create and follow a set path in order to achieve a goal. Ability to determine the effectiveness of a given plan.	**Project Management.** Effectively manages project(s) by appropriately focusing attention on the critical few priorities; effectively creates and executes against project timelines based on priorities, resource availability, and other project requirements (i.e., budget); effectively evaluates planned approaches, determines feasibility, and makes adjustments when needed
Teaching Others. Overall concern for the developmental level of an individual or group. Takes steps to explain and provide guidance.	**Teaching Others**. Enhances the capabilities of the organization by openly and effectively sharing his/her subject matter expertise with others;

GCOMPS (OLD)	GBCD (NEW)
	supports a continuous learning environment by preserving and compiling intellectual capital which can be used by others within his/her work group, department and State entities, as appropriate
Team Leadership. Ability to effectively manage and guide group efforts. Includes providing appropriate level of feedback concerning group progress**.**	**Team Leadership.** Effectively manages and guides group efforts; tracks team progress, adequately anticipates roadblocks, and changes course as needed to achieve team goals; provides appropriate feedback concerning group and individual performance, including areas for improvement

Mapping Competencies to the Georgia's Behavioral Competency Dictionary (GBCD)

Mapping of HR Initiatives Proposed Statewide Competencies to GBCD Including Definitions

Competency Subteam (OLD)	New Framework (NEW)
Statewide Core Competencies	
Service Orientation. Degree to which an employee focuses on satisfying the needs of the customer. This would include being accessible, helpful and courteous to the clients, responding to their needs in a timely manner, and providing knowledgeable assistance.	**Customer Service.** Understands that all State employees have external and/or internal customers that they provide services and information to; honors all of the State's commitments to customers by providing helpful, courteous, accessible, responsive, and knowledgeable service.
Teamwork and Cooperation. Works cooperatively with others to accomplish common tasks and objectives. Collaborates with various teams and work groups to achieve shared goals. Promotes a friendly atmosphere, values the contributions of other team members, and works and interacts well with others.	**Teamwork and Cooperation.** Cooperates with others to accomplish common goals; works with employees within and across his/her department to achieve shared goals; treats others with dignity and respect and maintains a friendly demeanor; values the contributions of others
Results Oriented. The ability to set and meet challenging targets in compliance with quality and time standards and to deliver the required business results. The ability to remain focused on the department's and state's goals and objectives and to perform duties that contribute to the achievement of these goals and objectives.	**Results Orientation.** Consistently delivers required business results; sets and achieves achievable, yet aggressive, goals; consistently complies with quality standards and meets deadlines; maintains focus on Agency and State goals
Align Behavior with Organizational Needs. Understands and works effectively within the organizational structure. Aligns ones' actions and behavior with the needs and goals of the organization. Displays a high level of effort and commitment to performing work. Holds self accountable for organizational activities and decisions.	**Accountability**. Accepts full responsibility for self and contribution as a team member; displays honesty and truthfulness; confronts problems quickly; displays a strong commitment to organizational success and inspires others to commit to goals; demonstrates a commitment to delivering on his/her public duty and presenting oneself as a credible representative of the Agency and State to maintain the public's trust
	Judgment and Decision Making. Analyzes problems by evaluating available information and resources; develops effective, viable solutions to problems which can help drive the effectiveness of the department and/or State of Georgia
Leadership Competencies	
Articulate and Implement a Vision. Degree to which a leader provides direction and sets expectations	**Talent Management (for leaders).** Clearly establishes and communicates expectations and accountabilities; monitors and evaluates performance; provides effective feedback and coaching; identifies development needs and helps employees address them to achieve optimal performance and gain valuable skills that will translate into strong performance in future roles
Performance Management. Actively manages performance; the synergistic (continuous, harmonious, and linked) process of planning, coaching, developing, and evaluating employees.	
Create an environment where people flourish: Degree to which a leader facilitates the development of others.	
Be transformers of government: Inspires and implements change by introducing innovative concepts for process improvement	**Transformers of Government (for leaders).** Develops innovative approaches to address problems and drive continuous improvement in

Mapping Competencies to the Georgia's Behavioral Competency Dictionary (GBCD)

Competency Subteam (OLD)	New Framework (NEW)
Enlist and inspire people: Degree to which a leader promotes and induces willingness, commitment, and creativity in others.	State programs and processes; drives effective and smooth change initiatives across the State by communicating, confirming understanding, and actively working with stakeholders to overcome resistance
Engage and respond to others: Degree to which a leader encourages others to participate. **Display integrity and earn public trust**: Aligns one's conduct with honesty and truth. **Pursue accountability**: Promotes and enforces task ownership for themselves and others.	**Accountability**. Accepts full responsibility for self and contribution as a team member; displays honesty and truthfulness; confronts problems quickly; displays a strong commitment to organizational success and inspires others to commit to goals; demonstrates a commitment to delivering on his/her public duty and presenting oneself as a credible representative of the Agency and State to maintain the public's trust
Make Things Happen. Delivers products and services aligned with organizational goals	**Results Orientation.** Consistently delivers required business results; sets and achieves achievable, yet aggressive, goals; consistently complies with quality standards and meets deadlines; maintains focus on Agency and State goals